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## POLICE DEPARTMENT

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### **Mission:**

To establish a total partnership with the citizens of Durham whereby the Police Department and all citizens are totally committed to work in harmony to preserve life, protect property, maintain human rights and equality and promote individual responsibility and community commitment.

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### PROGRAM DESCRIPTION

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#### **Executive Services**

**\$2,511,629**

**26 FTEs**

This program includes the Office of the Chief, Professional Standards and Executive Management. These sections provide specific administrative services including management of the department, legal advice and investigation of complaints against police personnel.

#### **Police Operations Bureau**

**\$30,613,741**

**508 FTEs**

This Bureau is responsible for Police Operations and is broken into three major components: (1) the Uniform Patrol Division, which is responsible for front line service delivery, follow-up investigations at the police district level and community policing activities throughout the City; (2) the Criminal Investigations Division, which is responsible for investigation of felony crimes that may not be district specific such as homicide, juvenile and fraud related offenses; and (3) the Special Operations Division, which is responsible for drug and gang related crime as well as response to situations of high risk that require tactical expertise and response to terrorist threats.

##### Uniform Patrol Division

This division includes the traditional uniformed patrol officers who respond to 9-1-1 requests for assistance, the Desk/Towing Unit, Court Liaison, Crime Prevention, HOIST Victim/Witness Services, the grant funded Project Safe Neighborhoods initiative, Downtown Patrol/COP Unit, the Bicycle Squad, DATA, TACT and the Motorcycle Squad. These units provide specific law enforcement services including law enforcement patrol responses to calls for police and other emergency services and intensive intervention in neighborhoods to reduce criminal elements. The units also handle non-emergency calls, provide information to citizens entering headquarters, regulate wrecker companies, account for towed vehicles, set schedules for officers that interact with the courts, crime prevention services and community liaison services and investigate and clear violent and property crimes. The division also provides intensified patrols in selected downtown target areas, provides bike patrols within the Downtown loop, responds to accidents involving City vehicles, responds to life threatening injury collisions and provides speed enforcement and DWI enforcement. The division includes Canine, Public Housing, the G.R.E.A.T. program, School Crossing Guards, Police Reserves and Park Patrol. The division provides for specific community services, including the tracking of suspects, searching for children and adults, locating illegal drugs, providing law enforcement in Public Housing Communities, helping elementary and middle school students resist pressure to use drugs, enhancing safety in the school system, ensuring that elementary school children cross the roadway safely at marked areas, assigning Reserve Officers for specific law enforcement services and patrolling of city parks.

##### Criminal Investigations and Special Operations Divisions

These divisions consist of Criminal Investigations, the Special Operations Division (SOD), Property and Evidence, the Forensics Unit and the Domestic Violence Unit (DVU). These sections provide specific investigative services for PART 1 Crimes such as homicides and also investigate prostitution and gambling activities. The sections also manage and maintain custody of all property and court evidence, process crime scenes, investigate domestic violence and pursue gun violence reduction strategies. Additionally, other sections in these divisions focus on special investigations that include the Gang Resistance Unit (GRU), Selective Enforcement Team (SET) and the Biological/Chemical-Emergency Response Team (BCERT). These units provide collective intelligence on gang membership and activity, educational gang awareness workshops and response to gang-related criminal activity.

#### **Administrative Services Bureau**

**\$3,225,916**

**57 FTEs**

This Bureau includes the Training, Personnel Services, Police Fiscal Services, Records/DCI and Inventory Control units. These units provide specific support services, including in-service and recruit training, recruiting and background checks, employee services, fiscal management, fiscal management of grants and inventory and

supply control. The units also manage vehicle inventory control, custody of crime related records and access to information from the Division of Criminal Information.

## Organizational Development and Technology Services

**\$1,389,809**

**18 FTEs**

This program includes the following divisions/units: Information and Technology, Emergency Information Systems, Crime Analysis, Strategic Planning, Public Information and Public Relations, Crime Stoppers and Special Projects. These units provide statistical database maintenance, long term planning for department growth requirements, computer support, records management system data files, front line mobile terminal data support, department accreditation through CLEA, public information for media and public relations for department activities.

RESOURCE ALLOCATION					
	Actual FY 2003-04	Adopted FY 2004-05	Estimated FY 2004-05	Adopted FY 2005-06	Change
<i>Non-Grant</i>					
Appropriations					
Personal Services	\$ 31,048,774	\$ 33,775,084	\$ 33,871,057	\$ 34,578,760	2.4%
Operating	2,659,270	2,871,356	3,198,197	3,070,588	6.9%
Capital	1,075,675	1,081,457	1,048,747	79,047	-92.7%
Transfers to Other Funds	31,478	28,642	28,642	12,700	-55.7%
Subtotal Appropriations	\$ 34,815,197	\$ 37,756,539	\$ 38,146,643	\$ 37,741,095	0.0%
Nondepartmental					
North East Central Durham	\$ 61,080	\$ 121,253	\$ 61,692	\$ 122,000	0.6%
Total Appropriations	\$ 34,876,277	\$ 37,877,792	\$ 38,208,335	\$ 37,863,095	0.0%
Full Time Equivalents	579	587	587	609	22
Part Time	-	-	-	-	-
Revenues					
Discretionary	\$ 34,294,152	\$ 37,120,742	\$ 37,602,301	\$ 37,207,095	0.2%
Program	582,125	757,050	606,034	656,000	-13.3%
Total Revenues	\$ 34,876,277	\$ 37,877,792	\$ 38,208,335	\$ 37,863,095	0.0%
<i>Grants</i>					
Appropriations					
Personal Services	\$ 156,238	\$ -	\$ -	\$ 195,738	-
Operating	12,000	173,398	173,398	742,796	328.4%
Capital	-	170,000	170,000	197,329	16.1%
Total Appropriations	\$ 168,238	\$ 343,398	\$ 343,398	\$ 1,135,863	230.8%
Full Time Equivalents	1	-	-	3	3
Part Time	0.5	-	-	-	-
Revenues					
Grants	\$ 168,238	\$ 343,398	\$ 343,398	\$ 1,135,863	230.8%
Total Revenues	\$ 168,238	\$ 343,398	\$ 343,398	\$ 1,135,863	230.8%

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**BUDGET ISSUES FOR FY 2005-06**

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- Staff vacancies and the department's average attrition rate of three officers per month continue to impact the presence of law enforcement officers on the streets. The department plans to strengthen its recruitment program to fill vacancies with qualified applicants and to improve the retention of all personnel.
- The FY 2005-06 budget includes dedicated funding for overtime pay and early hiring practices. Overtime pay will be used to maintain staffing at acceptable levels during peak periods of calls for service and to address any special circumstances that may arise in the Durham community. Appropriations targeted for early hires will be used to hire available qualified applicants two months in advance of an academy to ensure that the department does not lose these individuals to other employers.
- The department strives to maintain its vehicles at an optimal operating level so that first line responders and investigators are provided with reliable transportation when responding to calls for service.

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**UNFUNDED OR UNDERFUNDED ITEMS**

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• Aggressive recruitment strategy	\$224,685
• Replacement of fifty two vehicles with over 90,000 miles and seven years old	\$1,143,012
• Replacement of two TACT vehicles	\$45,442
• Leased office space and storage needs	\$191,000
• Additional overtime appropriations	\$426,917
• Mobile data computer expansion	\$76,940
• Lektrivers for storage of police records	\$75,000
• Public Information and Media Relations equipment and supplies	\$23,600

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**COMPLETED INITIATIVES FOR FY 2004-05**

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- Reduced the incidence of property crime by 10.2% between calendar year 2003 and 2004.
- Reduced the incidence of violent crime by 6.2 % between calendar year 2003 and 2004.
- Reduced reported crimes in five of seven crime categories for calendar year 2004.
- Purchased the e-citation equipment and prepared for program implementation.
- Established an ATF Office on the 2<sup>nd</sup> Floor of Police Headquarters staffed by ATF agents and City of Durham police officers.
- Increased the number of officers assigned to the Gang Unit through a reallocation of existing sworn personnel.
- Achieved higher than average clearance rates for property crimes, murder, rape, aggravated assault, burglary, larceny, and motor vehicle thefts based on 2003 FBI averages for cities of similar size to Durham (population of 100,000 to 250,000).

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**DEPARTMENT INITIATIVES FOR FY 2005-06**

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- Enhance the City's domestic violence initiatives through continued support of grants and apply the latest in law enforcement techniques to apprehend domestic violence offenders.
- Address crime and the perception of crime through community participation by establishing and/or revitalizing 30 neighborhood watch programs.
- Continue to focus on the reduction of violent crimes and property crimes.
- Recruit and graduate two BLET and two ALET academies. The FY 2005-06 budget includes seventeen new Police Officer positions, including nine positions funded beginning January 2006 and eight positions funded beginning May 2006.
- Work in partnership with the community to develop a comprehensive approach to reduce crime that includes role modeling, education, mentoring, health and wellness for young African-American men in the community.

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**GOALS, OBJECTIVES & STRATEGIES FOR FY 2005-06**

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**GOAL:** *To abate crime by reducing the number of violent crimes and property crimes, clearing violent and property crimes, and staffing the Police Department with officers to accomplish its mission.*

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**OBJECTIVE:** To reduce the number of violent crimes by 7%.

**STRATEGY:** Pursue proactive enforcement and community based initiatives.

<b>MEASURE:</b>	<b>Actual FY 2004</b>	<b>Adopted FY 2005</b>	<b>Estimated FY 2005</b>	<b>Adopted FY 2006</b>
Number of violent crimes	1,600	1,520	1,520	1,414
% reduction from prior year	—	5%	5%	7%

**OBJECTIVE:** To reduce the number of property crimes by 10%.

**STRATEGY:** Pursue proactive enforcement and community based initiatives.

<b>MEASURE:</b>	<b>Actual FY 2004</b>	<b>Adopted FY 2005</b>	<b>Estimated FY 2005</b>	<b>Adopted FY 2006</b>
Number of property crimes	12,968	11,671	11,671	10,504
% reduction from prior year	—	10%	10%	10%

**OBJECTIVE:** To maintain a minimum FY Violent Crime Clearance Rate of 41.6%.

**STRATEGY:** Maintain well trained officers and monitor officers' clearance information.

<b>MEASURE:</b>	<b>Actual FY 2004</b>	<b>Adopted FY 2005</b>	<b>Estimated FY 2005</b>	<b>Adopted FY 2006</b>
Violent crime FY clearance rate	42%	42%	41%	41.6%

**OBJECTIVE:** To maintain a minimum FY Property Crime Clearance Rate of 12.7%.

**STRATEGY:** Maintain well trained officers and monitor officers' clearance information.

<b>MEASURE:</b>	<b>Actual FY 2004</b>	<b>Adopted FY 2005</b>	<b>Estimated FY 2005</b>	<b>Adopted FY 2006</b>
Property crime FY clearance rate	12.7%	17%	15.3%	17%

**OBJECTIVE:** To keep vacancy rate at 2% or less per month for authorized and funded sworn positions.

**STRATEGY:** Maintain aggressive recruiting efforts and continue an early hire program.

<b>MEASURE:</b>	<b>Actual FY 2004</b>	<b>Adopted FY 2005</b>	<b>Estimated FY 2005</b>	<b>Adopted FY 2006</b>
Average vacancy rate	3.3%	2.0%	4.5%	2.0%

**GOAL:** *To improve the perception of crime in the community to enhance the quality of life for all citizens.*

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**OBJECTIVE:** To conduct a citywide survey that measures the perception of crime and sense of safety in the City of Durham.

**STRATEGY:** Conduct annual survey.

<b>MEASURE:</b>	<b>Actual FY 2004</b>	<b>Adopted FY 2005</b>	<b>Estimated FY 2005</b>	<b>Adopted FY 2006</b>
% of citizens that are satisfied with law enforcement services	N/A	N/A	N/A	80%

**OBJECTIVE:** To have an average response time of 6.1 minutes or less to Priority 1 calls.

**STRATEGY:** Maintain adequate staffing levels of well-trained call takers in Uniform Patrol.

<b>MEASURE:</b>	<b>Actual FY 2004</b>	<b>Adopted FY 2005</b>	<b>Estimated FY 2005</b>	<b>Adopted FY 2006</b>
Average response time to all Priority 1 calls	6.3	6.5	6.43	6.1

**OBJECTIVE:** To respond to 53.3% or more of Priority 1 calls in less than five minutes.

**STRATEGY:** Maintain adequate staffing levels of well trained call takers in Uniform Patrol.

<b>MEASURE:</b>	<b>Actual FY 2004</b>	<b>Adopted FY 2005</b>	<b>Estimated FY 2005</b>	<b>Adopted FY 2006</b>
% of Priority 1 calls responded to in less than 5 minutes	50.4%	48.0%	50.3%	53.3%